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ABSTRACT

This report describes current documentation and library services provided by the Kingdom of Jordan's Ministry of Information and makes a series of recommendations for the improvement of these services. A summary of the recommendations is followed by descriptions of contemporary Jordan, its government, educational resources, and culture; telecommunications facilities in Jordan; and the Jordanian library system. The role of Jordan's Ministry of Information is outlined, with emphasis on the role of the Directorate of Press and Publications, and the various sections of the Library and Documentation Services branch of the Ministry (including the Library and References Services section, the Research Directorate, the Jordan News Agency, and the libraries of the Broadcasting and Television Coporations) are discussed. Problems facing the Library and Documentation Services branch are also reviewed, specifically with respect to staffing and administration. A detailed set of recommendations concludes the report. An organization chart for the Ministry of Information, a proposed organization chart for a Directorate of Documentation and Research, and a list of personnel in the Library and Reference section of the Ministry accompany the text. (JL)

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HASHEMITE KINGDOM OF JORDAN

DOCUMENTATION AND LIBRARY SERVICE OF THE MINISTRY OF INFORMATION

by Mohammed M. Aman

Report prepared for the Government of the Hashemite Kingdom of Jordan by the United Nations Educational, Scientific and Cultural Organization (Unesco)

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Table of Contents

	Page
INTRODUCTION	2
ACKNOWLEDGEMENTS	2
SUMMARY OF RECOMMENDATIONS	2
BACKGROUND INFORMATION	5
Ministries	6
Governorates	6
Communications	6
Education	6
Culture	7
Mass media	8
The press	9
Telecommunication	9
Libraries	10
Computers	12
THE MINISTRY OF INFORMATION	13
Directorate of Press and Publications (Ministry of Information)	13
Radio Jordan	14
Jordan television	15
LIBRARY AND DOCUMENTATION SERVICES (MINISTRY OF INFORMATION)	16
Library Section	16
Reference Section	17
The Research Directorate	18
Jordan News Agency	19
The Broadcasting and Television Corporations	19
MAJOR PROBLEMS FACING LIBRARY AND DOCUMENTATION SERVICES	20
Staffing	20
Administration and organization	20
Duplication	21
RECOMMENDATIONS	22
Goals and objectives	22
An information network for mass media	22
Structure and administrative organization	23
Staff training	24
Staffing pattern	24
ANNEXES	
I - Press and Publication Directorate Organization Chart	33
II - Proposed Organization Chart for DD and R	34
III - Personnel in the Library and Reference Sections	35

INTRODUCTION

1. At the request of the Government of the Hashemite Kingdom of Jordan, the Director-General of Unesco arranged, under the Organization's Participation Programme for 1979-1980, for a consultant to visit that country from 27 March to 26 April 1980 with the following terms of reference:

(a) to study the actual situation of the Ministry of Information's documentation and library services;

(b) to advise on the development of an information centre and library in the Ministry of Information and;

(c) to analyse the role and needs of such a centre, keeping in mind existing documentation services.

ACKNOWLEDGEMENTS

2. I wish to express my thanks to the key officials and staff in the Ministry of Information and other agencies for facilitating my assignment and for providing me with the information needed for the completion of this study. Special thanks are due to the individual's whose names are listed below for their co-operation during the various meetings and interviews:

His Excellency Sa'id al-Tal, Minister of Information
His Excellency Tahir Hikmat, Minister of Culture
His Excellency Butrus Salah, Deputy Minister of Information
Brigadir Ahmad al-'Utum, Director-General of Press and Publication
Mr. Nusuh al-Mujabi, Director, Broadcasting Corporation
Mr. Muhammad Kamal, Deputy Director, Television Corporation
Mr. Yusuf Abulail, Director, Information Department, Ministry of Information
Mr. Mustafa Jabar, Director, Research Dept.
Mr. Khalil 'Asfur, National Assembly
Dr. Kamil 'Asali, Director, Jordan University of Libraries
Dr. Ahmad Sharkas, Director General of Libraries and National Archives
Dr. Hussein Abu 'Arabi, Head, Reference Section, Ministry of Information
Ms. Salma Madadha, Head of the Library Section, Ministry of Information
Dr. Mohammed Adnan Bukhait, Director of the Centre of Archives and Manuscripts, Jordan University
Mr. Badr Kilani, Head of the Foreign Relations Section, Ministry of Information
Mr. Fahmi Shama, Assistant Director General, Dept. of Publications
Mr. Suhail Matalqa, Head, International Organizations Section, Ministry of Information.

SUMMARY OF RECOMMENDATIONS

3. Recommendations concerning assistance needed in the future

Training and staffing

(i) An international Unesco expert for two years to help implement the recommendations put forward in this report; acquire recommended equipment, and train the staff in the use of this equipment as well as in new methods of gathering, analyzing and disseminating information.

(ii) A fellowship programme to be drawn up in connection with practical training courses in foreign newspaper and information documentation centres and designed for the staff of the Library and Documentation Sections.

(iii) A three-month travelling fellowship to be awarded to the Director of the Library and Documentation Section.

(iv) A local training seminar of two months' duration for college-educated staff members of the Ministries of Foreign Affairs and of Information of the Radio and Television Corporations, and of the Jordan News Agency.

Reproduction unit

4. The following microfilming and automated filing equipment should be purchased for the L. & D. Section.

(a) microfilm camera and processor

(b) Microfiche camera and processor

(c) films and chemical supplies

(d) microfilm reader - printer

(e) Microfiche reader - printer

(f) metal file cabinets for the storage of microfilms

(g) metal file cabinets for the storage of microfiches.

Other equipment

5. Kardex file
Lektriever 600 mechanized file
Spacesaver (6 units)

Measures to be adopted by the Press and Publications Department to improve the work of the L. & D. Section

6. Administration

(i) The present administrative structure should be revised.

(ii) The functions of the library and reference (documentation) sections and Research Directorate should be combined in one division, to be known as the Directorate of Documentation and Research, with one qualified person in charge. He/she should have three assistants, one in charge of the library another in charge of the documentation and reprographic section, and the third in charge of research and publication.

(iii) A separate budget should be established for the Directorate and a free hand (within prescribed rules and regulations) should be given to the Director to purchase books, references and periodicals as needed and/or recommended by the ministry's staff and researchers.

(iv) Some members of the staff should be replaced by graduates from the Department of Library Science, Jordan University.

(v) The present Reference and Library Sections and Research Directorate should be located in one building to improve the flow of work, its supervision and effective use, and for the convenience to users and researchers.

(vi) Until professionally trained individuals are appointed, the heads of the present two sections should be encouraged to develop contacts with professional librarians in Jordan and should be allowed to visit other libraries and attend meetings of professional librarians.

(vii) The Library and Documentation Sections should publicize their holdings, services and products, not only among top government officials, but also among researchers and staff in the ministry in general and the Research & Planning Directorate in particular.

7. Training

(i) Opportunity should be offered to the staff to take courses in library science sponsored by the Jordan Library Association (JLA).

(ii) A plan for self-improvement through the reading of certain basic works and professional journals, especially the JLA Bulletin should be developed.

(iii) Measures should be taken to train the staff to use various reference tools and other sources of information within and outside the Ministry of Information.

(iv) Graduates from the Library Science Department of the Jordan University should be appointed to the Division.

8. Collections and services

The following actions are called for:

(i) Carry out a study designed to determine users' needs and interests.

(ii) Prepare an inventory of the sources of information on current events, of the mass media in Jordan, e.g. Broadcasting and Television Corporations, as well as sources of information available at Jordan University, the National Assembly, etc.

(iii) Develop a selection and acquisition policy and appropriate procedure.

(iv) Prepare a list of desiderata: references, periodicals and other library materials recommended by researchers and staff in the Ministry of Information and related organizations.

(v) Contact all (or select) government agencies and request that their publications be sent regularly to the L. & D. Centre.

(vi) Update and organize the picture file.

(vii) Acquire the New York Times Index, the Times Index and explore possible aid from ICA and the British Council to acquire N.Y.T. and Times newspapers on microfilm.

(viii) Index the appropriate contents of Jordanian newspapers.

(ix) Place clippings in envelopes marked with more specific subject headings than the present broad ones.

(x) Prepare clippings for microfilming and establish an index for these clippings.

(xi) Establish a current awareness service, but insist, through a memo from the Minister, that materials be returned to the L. & D. Centre within a specified period of time.

(xii) Advertise the services and publications of the L. & D. sections.

BACKGROUND INFORMATION

9. Jordan is a developing Arab country, formed of the East and West Bank of the River Jordan. The East Bank constitutes what was formerly known as the "Emirate of Trans-Jordan" which was established in 1921 and declared as the "Hashemite Kingdom of Jordan" after achieving independence in 1946. The West Bank is that part of Palestine, excluding the Gaza Strip, which the Arab people kept after the Arab-Israeli war in 1948. Unity between the two banks was realized in 1950. However, the West Bank fell under Israeli occupation in 1967.

10. Jordan is situated off the south eastern shores of the Mediterranean Sea and extends eastward into the Arabian desert. The total area is 34,823 square miles of which the West Bank forms an enclave of 6,633 square kilometres.

11. The Jordanian people are a part of the Arab Nation. Islam is the official religion of the State, but there is a relatively large Christian minority. The capital of the Kingdom is Amman. The population was estimated in 1976 at 2,900,000 of whom 800,000 live on the West Bank. Population growth is 3.2 per cent. The population of Amman is estimated at 691,120.

12. The Hashemite Kingdom of Jordan is a centralized state. It is governed by a parliamentary system and a constitutional hereditary monarchy. King Abdullah Ibn Al-Hussein, grandfather of the present monarch, King Hussein Ibn Talal, founded the State of Jordan in 1921. Under the Constitution, the King is vested with wide powers which he exercises through the Prime Minister and the Council of Ministers. Legislative power resides in the National Assembly consisting of the Senate and the House of Deputies.

13. Jordan has suffered repeatedly from the conflicts and upheavals which have troubled the Middle East since World War I. In spite of this, the country has attempted to utilize, to the best of its ability, its human and natural resources, in implementing its economic and social development programmes, especially the Seven-Year Development Plan (1964-1970). Although these efforts suffered a severe setback as a result of the Israeli occupation of the West Bank in 1967, the implementation of the Three-Year Development Plan (1976-1980) enabled Jordan, once again, to resume its economic and social development momentum, with the objective of reaching a state of self-sufficiency and providing a better standard of living for its citizens. Today, Jordan is making significant progress in the achievement of these objectives.

Ministries

14. There are twenty ministries: Agriculture, Commerce and Industry, Communications, Construction and Development, Education, Finance, Foreign Affairs, Defence, Health, Information, Culture, Interior, Islamic Affairs and Holy Places, Justice, Labour, Municipal and Rural Affairs, Public Works, Supplies, Tourism, and Transport.

Governorates

15. Amman, Balza, Irbid, Kerak, Maan, (Jerusalem, Hebron, and Nablus under Israeli occupation). Each of these governorates is headed by a governor and is divided into smaller administrative areas. Jordan is essentially an agricultural country and its prosperity in normal times depends entirely on the success of its cereal crops. Approximately 85% of the working population are engaged in agriculture. Apart from agriculture, Jordan's main industry is phosphate mining. In addition to a petroleum refinery and a cement plant, there are numerous small manufacturing industries, mainly in the Amman district. The main imports are foodstuffs, chemicals, rubber, textiles, iron and steel, machinery and electrical equipment. The main exports are agricultural products and phosphates (1,767,000 tons in 1976). Major emphasis is placed on orchard development, the intensification of agricultural production in the rain areas of the north of the country and on the breeding of dairy cattle.

16. One of Jordan's greatest resources is its historical remains covering 10,000 acre. Many of these, including the great Christian Shrines at Jerusalem and Bethlehem, are situated on the West Bank which was occupied by Israel in the June War of 1967.

17. About JD 24 million is to be invested in the tourist industry during the present Five Year Plan, with almost three-quarters of the total expected to come from the private sector. A large part of available monies will be spent on developing tourist facilities at the Roman City of Jerash in the north and the Nabatean Centre of Petra in the south. It is also hoped to develop the Ma'an and Zara hot springs as tourist centres.

18. If all goes according to plan, income from tourism is expected to increase to JD 40 million in 1980.

Communications

19. There are 450 kilometres of railways in the country, excluding the new track being laid south of Ma'an as part of the Hedjaz railway reconstruction now suspended.

20. Over 2,000 kilometres of asphalt roads connect Jordan's main towns, including a good highway from Amman to Aqaba, Jordan's only outlet to the sea. In addition there are some 2,500 kilometres of other roads.

Education

21. Education is mainly in the hands of the government. The Ministry of Education is the final authority on all major education decisions. In 1969, the Board of Education was established to ensure the stability and continuity of the general educational policy and the efficiency of the educational system. The Board offers recommendations and advice concerning the implementation of the general educational policy in the country, the annual budget of the ministry, and the establishment of new educational institutions.

22. At present, the East Bank is divided into thirteen educational districts, and the West Bank, under Israeli occupation since June 1967, into five. Each Educational District has a director of education who enjoys a certain degree of autonomy and authority, and has its own professional supervisors. A number of locally supervised and administered activities are planned through the "Local Education Committee" of each Educational District.

23. In addition to the Central Education Committee of the Ministry, there are local Education Committees in the different districts of Jordan.

24. Education is free in Jordan and compulsory in the first nine grades. Textbooks are distributed to students in elementary and preparatory schools, free of charge. Nevertheless, students contribute a nominal fee of J.D. 2 annually to the school fund. Students from poor families are exempted.

25. The Ministry's budget for the past ten years shows that it has averaged about 7% of the national budget and about 3% of the gross national product (GNP).

26. Elementary education normally begins at the age of seven and lasts six years. It is followed by three years at the "preparatory" stage, so providing nine years of compulsory education. Beyond this stage, education depends on ability and on the passing of a public examination. Those who pass this examination usually undertake a further three years of secondary education. These can be followed by a period of higher secondary education.

27. University education is offered by three universities: two on the East Bank, the University of Jordan (founded in 1962) and the University of Yarmouk (founded in 1976) and one on the West Bank, the University of Beir Zeit. Local universities accommodate less than 20% of Jordanian students studying at university level. The rest, totalling about 40,000 students, study abroad in Arab and foreign countries.

28. The increasing wages and job opportunities in the Arab oil exporting countries promoted interest in technical and vocational education and made it a matter of national policy. The Three-Year Development Plan (1973-1975) was a starting point, it was followed by the Five-Year Development Plan (1975-1980) during which technical and vocational education was developed.

29. The percentage of students joining vocational training programmes, after the compulsory cycle of education during the three and five-year plans was as follows: 8.5% in 1972, 15% in 1975, and 30% in 1980. (Education in Jordan. Amman, Ministry of Education, 1978).

Culture

30. Cultural life in Jordan reflects the stage of cultural development reached by contemporary Jordanian society which is part of the great Arab society. It has felt the successive impacts of past Pre-Islamic, Arab and other cultures which it has known successively down the centuries. Today it is open to the influences of Western culture with its varied and conflicting ideologies, its differing political institutions and economic patterns based on specific ideologies, its diverse intellectual gaits, its numerous schools of thought in literature and the arts, its attendant phenomena such as the "information explosion" and even its social and sports activities.

31. Pre-Islamic culture is apparent in certain values, customs and traditions which are part of the people' heritage as well as in the classical forms of some of our poetry. Islamic Arab culture transpires in certain styles of literary prose as well as in the concepts harboured by certain typical characters in widely known stories. This same Arab culture is manifested in the interest shown by the people in education and which is witnessed by the huge number of students attending schools at all levels; Islamic culture is also the motivation of the people of Jordan when they take measures to preserve their heritage and not only to preserve it but also to make it known throughout the world; and the reason why they insist on using Arabic as a teaching language at all educational levels. Their love of their Islamic culture is at the root of the speeding up of Arabisation, of the production of Arabic translations and of their wish to assimilate modern science and technology. (Culture in Jordan, Amman, Ministry of Culture, 1978).

Mass Media

32. Mass communication media and services in Jordan are based on the following basic principles:

(i) that Jordan is a part of the Arab World;

(ii) that the Jordanian people is a part of the Arab Nation;

(iii) that the Jordanian entity is an historic extension of the Great Arab Revolution;

(iv) that mass communication media are an essential part of the general Jordanian Society, which is the fourth element that affects the individual's growth in Jordan. The three other elements being: the home, the school, and peer circles;

(v) that the objectives of the mass communication media are cultural, educational and recreational, integrated in the framework of a continuous one world, a common increasing human knowledge, an Arabic and Islamic culture, an Arabic heritage, a Jordanian and Palestinian ecology, urban, rural and Bedouin; and a particular style devoted to meeting the desires, interests and requests of listeners, viewers and readers in Jordan and in the neighbouring Arab countries;

(vi) that the implementation of Jordan's development plans, in their various sectors and projects, is mandatory for the development of the Jordanian society within the framework of a continuous and positive partnership between the government, the citizens and the public and private institutions, and hence, the importance of the effective contribution which mass communications media can provide in this field.

33. In this constantly changing and integrated world, citizens in Jordan are influenced by mass communication media in the Arab and foreign countries through newspapers, magazines, periodicals, books, radio, television, films and plays.

34. Mass communication media in Jordan are owned by both the public and private sectors. Whereas the private sector owns newspapers, magazines, cinema, theatres and publishing houses, the government controls the radio and television, publishes many periodicals, some magazines and books, and produces a number of documentary films.

35. Commerical cinema films are imported from Arab and foreign countries by the private sector, but "the government Department of Press and Publications censors all newspapers, magazines, periodicals, books, films and plays displayed in Jordan, in order to ensure conformity of their content with the general principles governing the services of the Jordanian mass communications media". (Mass Media in Jordan, Amman, Ministry of Information, 1978).

The press

36. At the time the Emirate of Trans-Jordan was established in 1921, the country had no daily newspapers. The first government publication was the weekly newspaper "Al Sharq al-'Arabi" which appeared in 1923 to publish official announcements, government legislation, local and international news and some literary political articles. In 1929, the newspaper became the government's Official Gazette (al-Jarida al-Rasmiya). Today there are five daily newspapers: al-Dostour, al-Akhbar, al-Ra'y, al-Urdun and the English language Jordan Times. In addition, there are six weekly Arabic newspapers: Amman al-Masaa, al-Hawadith, al-Liwa', al-Suhufi, Akhbar al-Usbu', al-Aqsa, and one monthly: al-Shari'a (Islamic magazine). Table 1 gives further information on these journals and periodicals. There are 31 official periodicals in Jordan. The Jordan News Agency, established in 1965 to publish and distribute news and features on Jordan issues a daily bulletin in Arabic and in English.

Table 1*

DAILY NEWSPAPERS

Title	Publisher	Date of Publication
Al Urdun	Dr. Hanna Khalil Nasr	1923
Al Dostour	Jordan Press and Publishing Company	1967
Al Ra'y	Jordan Press Foundation	1971
Jordan Times	Jordan Press Foundation	1975
Al Akhbar	Arab Press and Publishing Company	1975
Al Sha'b	Dar Al Sha'b Press and Distributing Company	(suspended, licence revoked on Sept. 21 1977)

* Mass Media in Jordan, Amman, Ministry of Information, 1978, p.5.

Telecommunication

37. The Ministry of Communications was established on 6 August 1939. The Ministry was responsible for all national communication services until 1972, when the Telecommunications Corporation was established as an autonomous entity and became responsible for all telecommunication services in Jordan. A board of directors, chaired by the Minister of Communications, with members from both the government and private sectors, directs the major activities of the Corporation. A Director-General, who is also Vice-Chairman of the Board of Directors, heads the Telecommunications Corporation and is responsible for the day-to-day operations.

38. Telephone services are available in every town and some villages in Jordan. The demand for new services has far exceeded the working capability. The interconnections between the main towns and cities are provided by a microwave multichannel radio system linking the automatic and manual exchanges. The automatic exchanges offer direct distance dialling facilities while other types of exchanges are interconnected on a manual basis. Automatic direct distance dialling is available between the cities and towns of Amman, Irbid, Zerka, Salt and Aqba using step by step toll centres.

39. International telephone and telex communications are available to all countries of the world, either direct or through transit points in several foreign countries. The majority of the international circuits are carried through the Satellite Earth Station located at Baqa'a near Amman. This station provides communications circuits through the Installed Atlantic Oceans Satellite. The capacity of the station has recently been expanded to 72 international telephone circuits (dedicated) and 12 telephone circuits used as "demand" circuits (SPADE). Direct links are provided with England, France, Spain, Italy, Germany, Saudi Arabia, Kuwait, Morocco, and the U.S.A. Communications with other countries are established by transit switching through the countries connected with direct links as listed above. Terrestial microwave links and coaxial cables connect Jordan with the neighbouring Arab countries of Syria, Iraq, and Lebanon. The existing 120 international circuits are overloaded due to the continually increasing international traffic. Expansion of circuits is being continuously carried out to improve the present situation. The quality of transmission is in accordance with international standards (CCITT).

Libraries

40. The oldest library organization in Jordan is the Libraries Department in the Ministry of Education, which was established in 1958. It is responsible for supervising libraries which come under the Ministry, including school and institutes' libraries, mobile libraries, and libraries that come under the various Directorates of Education of the Kingdom. The emphasis has been on secondary school libraries, much to the detriment of elementary and kindergarden schools. The Ministry has its own Educational Documentation Centre which was established in 1964. It has a library of more than 6,000 volumes, and 213 periodicals.

41. The Jordanian Library Association, the most active in the Arab world, was established in 1963. The Association sponsors regular training programmes, issues its bulletin Resalat al-Maktaba (The Library's Mission) since 1965, and publishes a number of library science books and general bibliographies. The JLA has been a member of IFLA since 1967.

42. In 1977, the Directorate of Libraries and National Archieves was established in the Ministry of Culture and Youth. The Department aims at:

(a) establishing a national library in Jordan;

(b) establishing sections for manuscripts, documents, indexes, and bibliographies;

(c) supervising public libraries and co-ordinating their activities, to secure better services and higher standards through the adoption of technical principles of library administration;

(d) developing and adopting appropriate library standards;

(e) reviving and validating national culture;

(f) co-ordinating and co-operating with other libraries.

43. The Directorate is at present located on rented premises in an insurance building. The Directorate is very active and its Director, Dr. Ahmad Sharkas, has definite plans for a national union catalogue, a legal deposit law, a national bibliography, a centre for public library services and educational cultural programmes. During my visit, there was a book exhibition, programmes to celebrate the National Book Week, and a Children's Book Exhibition which was very well received by the people and publicized by the media. During the opening ceremonies, I had the pleasure of meeting His Excellency, Tahir Hikmat, Minister of Culture, and was very impressed by his support of quality library services. I was also invited by Dr. Sharkas to give a lecture on micrographics and another lecture on the role of books and libraries in contemporary society.

Public libraries

44. The Municipality of Amman Public Library was established in 1960. It holds over 750,000 books, about 200 periodicals, and a collection of films, slides, recorded tapes and discs. The library has a special section for children. It is well situated in the centre of the city, and is used intensively, particularly by young people.

45. The Irbid Public Library was established in 1957. It contains over 15,000 books, and about 40 popular magazines. There are other smaller public libraries in some Jordanian cities such as Salt, Zarqa, Aqaba, Ma'an, Kerak, Wadi Asseir, al.Marfaq, and al-Ramtha.

Academic Libraries

46. The University of Jordan Library was established in 1962. It holds over 200,000 volumes, manuscripts, and photographed material, and over 1,700 periodicals and journals. It is also a depository for U.N. documents.

47. The University of Yarmouk Library was established in 1976. It has a holding of over 10,000 books and manuscripts.

48. The Library of the Teacher Training Institute of Amman was established in 1952. It holds over 40,000 volumes and 90 periodicals.

Special libraries

49. The Royal Scientific Society (RSS) has a well-stocked and well-organized library which was established in 1970. It holds over 30,000 volumes and 900 periodicals in science, technology, and economics.

50. The Natural Resources Authority Library was established in 1966. It holds 12,000 volumes and 35 periodicals as well as maps covering the field of geology.

51. The Library of the Directorate of Agricultural Research and Guidance was established in 1958. It holds 18,000 volumes and 86 periodicals in the field of agriculture.

52. The Al-Hussein Medical Centre Library was established in 1973. It has a holding of about 3,000 books and 125 periodicals covering the medical sciences.

53. Other special libraries of note are those of the Jordan Central Bank, the Department of Meteorology, the Lawyers Association, the Engineers Association, the Ministry of Finance, the Ministry of Tourism, and the Ministry of Industry and Commerce.

54. The University of Jordan established in 1973, a Centre of Archives and Manuscripts of historical research value dealing with Jordan, Palestine and other Arab countries. The collection includes official papers and records, manuscripts, some dating from the Ottoman Empire, personal memoirs, etc. There are 6,000 microfilms of Arabic manuscripts, 15,000 microfilmed exposures or copies of Ottoman and Russian documents and 6,000 volumes. The Centre is not affiliated with the University Library. It has its own budget (10,000 JD = $30,000 in 1980-81). The Centre is open to scholars, university students and faculty members.

Foreign cultural centres:

55. Amman and its residents are fortunate in having access to the numerous pleasant and useful libraries and cultural centres belonging to foreign embassies. Within a walking distance from the Ministry of Information (third circle) is the American Cultural Centre. It was established in 1952 and holds about 3,000 books (Arabic and English titles), 150 periodicals, and a number of microfiche, and videotapes, or cassettes on a variety of subjects. Several blocks down the road (first circle) is the British Council Library which was established in 1950. It holds 16,000 volumes, 100 periodicals, and has a section for films and records.

56. The Library at the Soviet Cultural and Educational Centre which was established in 1971 has 2,500 books, 50 periodicals and a film library. The Library at the French Cultural Centre was established in 1964 and has 10,000 volumes, 15 periodicals, and a number of audio-visual materials. The Library at the Goethe Institute was established in 1964 and has 3,000 titles, 15 periodicals and audio-visual materials.

Computers

57. The Royal Scientific Society (RSS) has the most advanced Computer Systems Department in the Kingdom. It has a new NCR Computer, 256K. Its director, Dr. M. Munthir Salah, is a most capable administrator and he and his staff have received more orders for contractual jobs to be done for other Jordanian agencies and government departments than the computer can handle. There are no terminals available at present and, therefore, no real-time on-line access.

58. The RSS Computer could be used to produce and update an index of Jordanian daily newspapers under the responsibility of the Press and Publications Department of the Ministry of Information.

THE MINISTRY OF INFORMATION

59. The Ministry of Information was established in 1964. Its objectives were stated in article three of the Charter organizing the Ministry:

(i) "To design and implement plans to promote information and current awareness in the Kingdom, and to draw up a general policy for the various information departments and institutions.

(ii) To organize and co-ordinate information activities in the public and private sectors, and to emphasize moral, democratic and religious principles.

(iii) To promote citizens' awareness of their rights and responsibilities.

(iv) To promote co-operation and productivity in all areas of development.

(v) To disseminate information about Jordan to the outside world and its position on international policies and events.

The Ministry is organized in six departments (Mudiriyat):

(i) Administration

(ii) Informational development

(iii) Planning and Training

(iv) Research

(v) Arabic and International Organizations

(vi) Public Relations."

Directorate of Press and Publications (Ministry of Information)

60. The Directorate of Press and Publications of the Ministry of Information was founded in 1946, as a part of the Ministry of Foreign Affairs. It was later moved to the Prime Ministry and in 1964, it became part of the Ministry of Information.

61. The first mission assigned to the Department was press censorship. Later in 1958, it published the country's first daily bulletin entitled "The Jordan Press Guide", which was suspended in 1969. The "Jordan Year Book" which was initiated by the Department in 1963, is still published on an irregular basis. The Department issues pamphlets and information bulletins reflecting progress in Jordan. It serves as a link between other government departments and the local and foreign press. The Directorate supervises the circulation of foreign publications and offers necessary help to both the Arab and the foreign press and information people.

62. In addition, the Department maintains a special library and archival collections on Jordan for the use of researchers and writers within and outside the Ministry of Information.

63. The Directorate is organized in the following sections (see chart, Annex I):

Reference
Library
Local Press and Publications Service
Foreign Press
Publishing
Administrative and Financial Affairs
Censorship

Radio Jordan

64. Before April 1948, Jordan had no radio broadcasting service. In April 1948, Arab officials of the Palestine Broadcasting Service, which had been founded in Jerusalem in 1936 by the British Mandatory Government, decided to transfer, with the aid of the Jordanian Army, whatever equipment they could carry from Jerusalem to Ramallah, where broadcasting was resumed. When the West Bank was united with Transjordan in 1950, the Ramallah radio station became the Broadcasting Service of the Hashemite Kingdom of Jordan. At the time, 13 hours of programmes were broadcast daily over a 20,000-watt, medium-wave transmitter.

65. The need soon arose for a central station in Amman, the capital of the government. A modern building, housing the nucleus of the present radio compound at Umm al-Heiran, just outside the capital, was inaugurated in March 1959.

66. During the past 18 years, Radio Jordan has been developed into a modern service which could provide assistance to other newly established Arab radio stations (especially in the Gulf) in the form of training and services performed by skilled Jordanians delegated for this purpose.

67. At present, Radio Jordan transmits about 32 hours daily, 20 hours in Arabic and 12 hours in English, over transmitters with a total power of 427,000 watts. Programmes are broadcast on FM and medium-wave to listeners in North Africa, Europe and the Americas.

68. Since 1972, two 1.2 megawatt transmitters have been designed to operate simultaneously on two frequencies: 593 KHZ and 1495 KHZ. Such transmitters are being installed to extend transmission to all Arab countries.

69. Radio Jordan currently offers two transmission services:

1. The General Home Service: a daily 20.25-hour broadcast offering news, current events, commentaries, special features, public service programmes, religious and cultural services, and programmes addressing particular subjects such as family life, agriculture, etc., in addition to educational programmes connected with school curricula.

2. The English-language is a daily 12.5 hour broadcast offering news, music and special features. Care is being taken to maintain balance between information, education, culture and pure entertainment. A plan has been developed to boost the English-language broadcast within two years, until it reaches the capacity of 20 hours per day.

70. Radio Jordan presents 12 daily news bulletins in Arabic and five in English. Duration of these bulletins ranges from five to ten minutes each, and they cover local, regional and international news.

71. The following is a breakdown of the programme contents of the General Home Service:

Table 2*

GENERAL HOME SERVICE PROGRAMMES
BROADCASTING HOURS PER WEEK

Programme Type	Hours	Percent
News, Current Events & Political Commentaries	21.15	15.0
Cultural Programmes and Drama	6.45	4.8
Special Audience Programmes	7.30	5.3
Religious Programmes	20.20	14.4
Agricultural & Developmental Programmes	5.10	3.7
Variety Programmes	30.35	21.6
Musical Programmes	39.40	27.8
Others	10.30	7.4
Total	140.25	100.0

*Mass Media in Jordan, Amman, Ministry of Information, 1978.

Jordan Television

72. Television in Jordan is a recent innovation. The Jordan Television centre was inaugurated on 28 April 1968, with minimal material resources. It started with 80 employees, one studio and one programme transmitted daily for three hours on channel three.

73. In the following year, transmission was increased to 4.5 hours daily. A second studio (for drama productions) was inaugurated, and the second transmitter was introduced to provide a clearer reception by audiences, especially those on the West Bank. At the same time, transmission on the new channel 6 was started, raising total coverage to 65 per cent of the population.

74. By the third anniversary in April 1970, JTV increased its local programme production in the Arab countries. Meanwhile it supported other Arab States with Jordanians skillful in programming and other technical activities.

75. During 1970 and 1971, live broadcasting of educational programmes was provided for secondary school students all over the country using well equipped mobile broadcasting units.

76. In 1972, educational programmes were raised to 22 hours weekly. Broadcasting service in foreign languages was introduced separately on channel 6. Channel 3 retained its original identity while channel 6 was meant for non-Arabic speaking viewers in Jordan and neighbouring countries. Foreign programmes on this channel include news in Hebrew at 7.30 p.m. daily, English news at 10.00 p.m. daily, British, American, German, and French programmes. In addition, they include some local programmes produced in English. Channel 6 broadcasts for four hours every day.

77. In 1972, JTV joined INTELSAT. The telecommunication satellite made it possible for JTV to present up-to-date world events via Jordan's earth station. Also in 1972, JTV extended its area of coverage to reach 80 per cent of the population in Jordan.

78. On the sixth anniversary of JTV, in April 1974, colour TV transmission was started, utilizing the German PAL system.

79. Since 1973 the total weekly transmission time reached over 70 hours on both channels. Local production forms about one third of this total. It includes programmes of varieties, drama series, religious, social, economic, development, sports, youth, artistic, political, as well as family and children's programmes. The remainder of the Arabic programme material is produced in Egypt, Lebanon, the Arabian Gulf, the United States and Britain.

LIBRARY AND DOCUMENTATION SERVICES (MINISTRY OF INFORMATION)

The Library Section

80. Established in 1972, the library occupies three rooms, including the librarian's office in the same building as that of the Directorate of Publications and Publishing. The Head of the Library is Miss Salma Madadha, who is assisted by two staff members: Miss Salma Muhyar and Miss Rusha Zuraikat, who both have the High School Diploma. The librarian, Miss Madadha, has a Bachelor's Degree in Public Administration and Political Science and a Professional Diploma in Management from AUC. She has also completed a one-month training course in librarianship conducted by the Jordan Library Association.

81. The library has a holding of approximately 7,000 volumes arranged according to the Dewey Decimal Classification System (18th ed.). The Arabic Section is classified by Arabic modified DDC (translated by M. al-Akhras). There are 10 current periodicals arranged by title. One issue of every Jordanian newspaper is received daily and kept for one year. After that, the complete bound set is transferred to the Department of Libraries and National Archives in the Ministry of Culture. Subject headings from Sear's List of Subject Headings are used. The librarian was not aware of the Arabic List of Subject Headings, compiled by Ibrahim al-Khazander, until I informed her of its existence and advised her to order it and use it, which she did during Mr. al-Khazander's visit to Amman in April. The collection's main emphasis is on mass media, politics, foreign relations, biographies, current events, Jordaniana, the Palestinian problem, etc.

82. The library has no separate budget of its own. Requests to purchase books are handled as any other purchase orders for equipment, furniture, etc. Each request has to be approved by the Director of the Publishing Department.

83. The reference collection is very small (three encyclopedias, three Who's Who. Jordan's official Gazette, a Keesing's Contemporary Archives, to which subscription has been stopped, and there are no indexes to the major Arab or foreign newspapers).

84. The Librarian complained of the red tape which makes her personally responsible for lost books, materials borrowed by readers (including responsible government officials) which are not returned in time, if ever. Although the library does not have any available space for expansion, no weeding out has ever been done and is not even contemplated. Occasionally, the library issues an accession list; a classified list of Arabic books was last published on 28 October, 1978.

85. The library does not have any audio or visual material, microforms, or related equipment.

The Reference Section

86. The Reference Section, located on the third floor of the same building, comes under the direction of Dr. Hussein Abu'Arabi, who has a Bachelor's Degree in History from Cairo University and a doctorate in History of Diplomacy from the University of Madrid in Spain. He is assisted by six staff members (four with college degrees in History and Political Science and two with high school diplomas). The section deals primarily with the clipping of Jordanian newspapers and the filing of these clippings in a classified order in folders shelved in the same room.

87. As in the library section, there is no separate budget for this department. Dr. Abu 'Arabi is also a member of the nine-member council of heads of sections who meet periodically with the Director of the Publications and Press.

88. Only one copy of each of the newspapers is received by the Department for clipping. This creates problems for the clippers who have to make xerox copies of the other side of each page of the newspaper when the section contains a marked article. The staff serve as markers-up and clippers at the same time, the latter function is not challenging enough for the five college graduates who constitute the entire professional staff. Another copy is kept for the newspaper file which contains other Arab and foreign newspapers.

89. The department has three vertical file drawers full of old pictures of the King, ministers, government officials and other photos taken during special official events. The pictures were given to the reference section by the Jordanian News Agency. The latter keeps a current and an old file of more than 30,000 pictures. There is also a collection of current Arab magazines, with no record of holdings.

90. A one-year file of each newspaper received is kept on the open shelves. Back issues are kept in storage. The lack of indexes to these newspapers makes these back issues extremely valuable to researchers and staff.

91. When a folder reaches its maximum capacity of clippings, it is closed, moved to the storage section and a new folder is opened under the same subject and given the serial number 2, 3, etc. Some of the files I checked did not contain up-to-date clippings and some clippings from previous days were on staff desks and had not been placed in the subject folders. The clippings are pasted on legal-size white bond paper. This is a waste of a valuable paper, which has been referred to locally as "white gold".

92. Because only one copy is received for clippings, the staff cannot establish a multiple-entry for the same clipping, thus, the system becomes unwieldy and creates problems for the users or searchers of these files of clippings.

93. As in the Reference Section, the work is done manually, except for the occasional use of typewriters and mimeographing machines.

94. The section also prepares biographical profiles of about 600 prominent Jordanian personalities and profiles of foreign heads of state and chiefs of important offices such as foreign secretaries, heads of armed forces, intelligence agencies, etc.

95. Both the library and the information section face great difficulties in the acquisition of publications from other ministries or government departments. To complicate matters further, there is no central government press in Jordan, there is no system or plan for co-operation among the various ministries with regard to the exchange of information publications. Thus, there is duplication of efforts, activities, and services in the collection, analysis and dissemination of information on closely related subjects. Because of the affiliation of the documentation and library services to the Press and Publications Directorate which houses the Censorship and Control Department, the information services may suffer because of the reluctance of some of the ministries and publishers to co-operate with the information services' units. There are benefits in this affiliation, however, since the library is able to receive copies of publications which have been sent to the Censorship Department.

The Research Directorate

96. The Research Directorate is a separate unit in the Ministry. Its Director, Mr. Mustafa Gabr, like other directors in the Ministry reports to the Minister of Information. The department, located in a separate building (a former private home), is several hundred yards from the Department of Publications building. The Research Department includes staff members who analyse the contents of Jordanian newspapers, JNA and a few other sources, and place clippings in folders arranged by broad subjects, similar to those used in the Reference Department and JNA. The transfer of these folders to the Reference Department was discussed with Mr. Gabr and Dr. Abul Nur and it is hoped that this transfer will take place as soon as possible, thus centralizing all clippings of Jordanian newspapers in one place and relieving the researchers in the Research Department from the responsibility of maintaining these files.

97. The Research Department, or to be exact, the Director of the Department keeps in his office some major reference tools, such as the latest International Who's Who, the Statesman's Yearbook, Europa Yearbooks, FMA (Fiches du Monde Arabe) and a few others which should be kept and made available in the library. The duplication of reference tools was discussed with the Director of the Research Directorate and the heads of the Library and Reference Sections in an attempt to centralize the book collection and reference tools. Relevant to this matter was our discussion concerning the relationships between the Library and Reference sections on one hand, and the Research Directorate on the other. This is detailed in my recommendations at the end of this report.

Jordan News Agency

98. The Jordan News Agency was established in 1965. It is the nation's official news agency which gathers and distributes local news to national, international and regional wire and news services. The Agency is headed by Mr. Yusuf Abu Lil, who also reports directly to the Minister of Information.

99. The Agency has also developed its own information file, referred to as the Archives Section. The section occupies one room on the second floor of the JNA building (also a rented private home). The file contains clippings from the JNA wire services and occasionally clippings from newspaper files or other news sources. The clippings are pasted on legal size paper and are filed in chronological order (most recent first) in binders which are placed on metal shelves around the room. Two young ladies are in charge of the operation. Both have no prior experience or formal training. Mr. Abu Lil provides them with direction and in-house training. Back issues of Jordanian newspapers are bound and shelved in an adjacent room. The picture file is located in the second building, half of which is also rented by JNA. There are approximately 30,000 pictures (represented by negatives and contacts), filed according to broad topics and prominent individuals - prime ministers, ministers, national holidays, events, etc. The most extensive is the picture file on the King and members of the Royal family. Two young ladies are in charge of organizing, marking, and filing. The file section is used by reporters as well as by other government departments.

100. In addition to teletypes connected to all international and some regional news agencies, the Agency has one Rexrotary file, one mimeographing machine and a xerox copier.

The Broadcasting and Television Corporations

101. There are library and archives sections in the Broadcasting Corporation. The library has over 12,000 volumes and about 80 foreign and Arabic periodicals. Some Arabic and local newspapers are bound and kept in an already crowded space. There are plans to move the library to a new building, a step which may give the library the space it desperately needs. The library has one typist and a staff of three trained librarians who took courses conducted by the Jordan Library Association. The collection is organized according to the DDC (18th ed.) for non-Arabic publications, and the Arabic translation of the 17th ed. for Arabic works.

102. The Archives Collection of the Television Corporation is primarily collections of films and videotapes. The videotapes are indexed on cardex files which are arranged by subjects in Arabic and European sections and by serial numbers in two separate sections: one for colour and the other for black and white. There are 2,537 black and white and 4,200 in colour. Information on each card gives the number of the tape, the date of recording, the producer's name, the date of inspection, and the signature of inspector (censor), the source, and technical information on the quality of the tape. Thus a tape is evaluated as regards subject content and technical condition.

103. There is no organized library or other documentation activity. The department relies entirely on research done by university professors who use the resources available to them at Jordan University or in their private collections.

MAJOR PROBLEMS FACING LIBRARY AND DOCUMENTATION SERVICES
IN THE MINISTRY OF INFORMATION

104. There are certain problems facing the development of R&D and library/documentation programmes in Jordan: they are outlined below:

Staffing

105. Among these problems the shortage of skilled and professionally trained staff is of paramount importance. The Ministry of Information has no professional librarian/documentalist on its staff. This causes difficulties in an organization that relies heavily on visual and printed information and the collection, analysis, dissemination of news and on information retrieval.

106. Also in connection with the problem of staffing is the exodus of the best elements of the government's staff to either the private sector or to the Gulf states where salaries are high. With the high cost of living in Amman, a young ambitious college graduate will find it difficult to plan a career in an organization which pays 50 J.D. per month (or 90 J.D. for those with several years of experience in the ministry).

107. It should be noted, however, that the government does provide opportunities for employment even though the job may be below the person's expectations or self-evaluation. This is the case of the college graduates who are given the task of clipping newspapers in the Press and Publications Department, the Ministry of Information, and other departments visited, tasks which would be boring for high school graduates. As a result, the level of productivity and interest in the work leaves much to be desired and is hindering progress and supervision.

108. Information and access to information are essential to decision-making and the information staff should feel that they, too, are essential members of an organization that deals primarily with information.

109. There is no common agreement on who the users of the information services of the Ministry are. According to interviews with staff and researchers, the users include researchers, staff members and reporters in the Ministry of Information as well as other individuals and organizations outside the Ministry. However, lack of a coherent policy and of identification of regular users make it impossible to develop a collection that can provide the answers or services needed.

110. In conclusion, one can safely state that of the various organizations in the field of the mass media in Jordan, not one can claim to have a well-stocked, well-staffed or well-equipped library/documentation centre, and there is much duplication of work among the various organizations visited.

Administration and organization

111. In addition to the problem of staffing in the Ministry of Information, there is also that of administrative organization and co-ordination. In my meetings and discussions with the various heads of departments, it was evident that there is duplication of tasks and functions. Clippings are cut, maintained, organized and filed by the Publications Department, the Research Department, the News Agency, and the Press Section. All of these departments have identified their interests as Jordan's Politics and the Palestinian Problem. Yet only 70 to 80 daily news items may interest all three departments. Centralization of clipping services is a key issue worthy of discussion in an attempt to find a solution acceptable to all concerned. This is covered by my recommendation on

this point. Centralization will result in valuable savings in material and human resources, especially skilled human resources which are scarce, especially in the field of librarianship and documentation.

112. Related to the administrative problems is the impractical regulation which stipulates that the librarian is held personally and financially responsible for the contents of her library. There is no way in which she can guard against unauthorized withdrawal of books, especially when the library collection is shelved in rooms that cannot be easily supervised or controlled; or against the disappearance from shelves, or the non-return of books borrowed by the ministry's staff. Instead, regulations should require individuals to return materials borrowed from the library within the prescribed period of time. Otherwise penalties should be imposed. The idea of posting on the library's bulletin board a list of names of delinquent borrowers is worth considering since it may prompt some to avoid public embarrassment and serve as a reminder for others to heed the librarian's request for the return of material on the prescribed date.

113. The library does not have a book budget, which means that every time a request is made, the librarian has to go through the usual red tape (which can take up to a year) for a book or a reference to be received. This also means that the librarian is not free to acquire the essential reference books, periodicals and other publications either needed by the staff immediately or ordered in anticipation of future needs.

114. While this consultant is aware of the space problem, especially in the prime location area where the ministry is located, I should point out that in order to facilitate centralization, avoid duplication and provide quality service to the staff of the ministry, an attempt should be made to house the R&D Directorate, the library and documentation department and related services physically under one roof and administratively under one director.

115. The space problem and physical bulk of newspapers and magazines, clippings from newspaper and news services, and the difficulties encountered in the storage and retrieval of information could be solved by the introduction of mechanized equipment for storing clipping files and the storage of newspapers, official gazettes and retrospective files on microforms. This item is the subject of another recommendation set out at the end of this report.

Duplication

116. In a small compact country like Jordan, one is struck with the unnecessary duplication and at the same time, the lack of awareness of what other institutions have by way of libraries, archives or documentation centres. While this is a good mark for the thinking of government officials who want access to information, it will be more effective to think in terms of a major organization that can function as a central library and documentation centre for information, mass media, political and current events. This does not mean stripping other agencies of their present library and documentation services, but linking them to a central information bank on mass media to be located in the Ministry of Information, thus improving services by making it possible to enrich the library collection, hire the best qualified staff and acquire the expensive reference tools and other commercial information packages.

117. Before a central library and documentation centre is contemplated, the Ministry of Information must put its own library and documentation services in order by solving some of the administrative and staffing problems outlined in 4.1 and 4.2 and the recommendations that follow.

RECOMMENDATIONS

118. Goals and objectives

(i) An adequate collection, adequately processed and up-to-date to make "fingertip control" of information possible. This means that every item, be it a clipping, an official report or that of a scientific body, a microfilm, a picture, a magazine article, a book, a statistics item, or an idea must be so classified or indexed that it may be produced instantly on request, or called to the attention of users whose work indicates a potential use for it. Classification must be open to new aspects and angles.

(ii) Adequate space: good performance also depends on adequate space and equipment designed and placed for maximum use.

(iii) Recognition of the Library and of the Library staff by all those in, or who will be associated with, the Ministry of Information, reporters, media personnel and others. Also, the number of staff members should be sufficient to perform the duties of assembling, organizing, searching and putting to use the materials needed by the staff of the Ministry of Information and others interested in current information and the collection of news items.

(iv) Public relations: A knowledge of other sources of information in the community is essential. Another good public relations effort is to establish co-operative measures with other libraries and information centres in Jordan to provide ready access to these resources for reference, copying, or borrowing purposes.

119. A clear statement of objectives, taking into consideration the above-mentioned four points, should be established after consultations with heads of departments in the ministry and related agencies and corporations. It seems to me that all three directorates (Research, Press and Publications, and News Agency) focus on the political analysis of the Jordanian scene, yet the interests of staff and researchers go beyond the politics of Jordan. This is why a general agreement should be reached on what should be available, from what sources, and for what purpose. Members of the Ministry's staff and agencies are expected to produce and analyse information on a variety of complex topics. The information collected must be entirely up-to-date and should relate to the changing aspects of the news. Irrelevant aspects must be excluded, so as not to clutter files with peripheral matters. The staff of the library/documentation centre should be able to locate material from the standpoint of place, or of personality or of poorly-recalled subject interest.

An Information Network for the Mass Media and the Ministry of Information

120. A new administrative structure should be created to provide for a Central Library and Documentation Centre for the Ministry of Information and related agencies.

121. A council should be formed to represent the following agencies: Ministry of Information, Ministry of Foreign Affairs, Broadcasting Corporation, TV Corporation, Jordan News Agency, and the National Assembly. The Council should invite representatives of the Directorate of Libraries and National Archives, the Ministry of Culture, and the libraries of the local newspaper corporations to serve on the Council.

122. The Council should co-ordinate the library and documentation services among the respective agencies, should identify goals and objectives, policies for collection building, inter-library co-operation and resource sharing, services to researchers and prospective users (including current awareness services, SDI, etc.), microfilming projects, and staff training.

123. The Council should make recommendations to the Director of Library and Documentation Services and the Minister of Information on the above matters as well as on future plans to improve and expand library/documentation services in all related information agencies in Jordan.

124. As I mentioned before, the Ministry of Information should first put its library and documentation services in order and be an exemplary model and training centre for other agencies.

Structure and administrative organization

125. The library collection in the Ministry should be adequately stocked and processed to make "finger tip control" of information possible. The library and documentation sections should be given a special annual budget for the purchase of library and information material, directly from bookdealers, publishers and/or bookstores. This will minimize the red tape that the library and documentation sections currently have to cope with.

126. The distinct separation between the library and the reference sections in the Ministry of Information is superficial since the two are inseparable in the acquisition, handling and retrieval of information. The staff should know that a question can be answered and facts can be found by consulting a book, a reference tool, a magazine index, a clipping file, and/or a picture file.

127. It is recommended, therefore, that the library and the reference sections be merged in one large administrative unit which will combine research and development with a highly qualified administrator in charge and three assistants, one in charge of documentation, the second in charge of the library and reference services, and the third in charge of research and Publications. The new organization could be called "The Directorate of Documentation and Research" (DD&R), and be supervised by a professionally qualified person who would have the title of director.

128. The director should report directly to the Deputy Minister of Information. He/she will provide input on and make policies and plans for, a national information and mass media library, documentation services and research studies on mass media and information. He/she will be assisted by an advisory council representing responsible officials from the Press and Publications Department, the Jordan News Agency, the Radio and TV corporations, the Ministry of Information, the Ministry of Foreign Affairs, the National Assembly, the local newspaper corporations and the Directorate of National Libraries and Archives. The council should meet once a month to discuss major policies and procedures for co-operation, resource sharing, automation, microreproduction, and staff training. Recommendations will be submitted through the Director of the Directorate of Documentation and Research (DD&R) to the Minister of Information or his deputy who will authorize the necessary changes and methods of implementation.

129. The Director should have the possibility of calling on the services and expertise of an international expert who, for two to three years, could assist in the implementation of these and other recommendations, train staff, apply modern concepts and practices for the organization of mass media documentation centres, acquire new technology, and train the staff in the use of this technology for the collection, analysis and dissemination of information.

130. The physical and administrative reorganization of these three units will bring the library and documentation services closer to the research units and researchers who use it most and will provide an ongoing interaction between the keepers and the users of information. It is also hoped that the library and documentation activities will be the centre of attention of the research staff.

Staff training

131. Professionally trained staff is desperately needed. Therefore, it is recommended that graduates from the Jordan University's Library Science Programme be appointed to the Centre. It is also recommended that the head of the DD&R be given a three month travelling fellowship and that heads of other units be given opportunities to participate in training courses conducted abroad and receive travelling fellowships. Other members of the staff should participate in training programmes organized by the Jordanian Library Association (JLA) and the Library Science Section at Jordan University. In-service training programmes should be provided on a regular basis. The staff should also be required to improve their skills through the reading of certain basic works and professional journals in information science.

132. Because of the limited financial resources available, Unesco and/or UNDP should support short (three month) or long (six month) training programmes in Jordan and abroad for the centre's staff. It would be appropriate for the training to take place in a news media organization, ministry of information or comparable institutions in a more advanced country. The aim of travel fellowships for the staff would be:

(a) to study the workings of a number of libraries and documentation centres dealing with mass media;

(b) to update the staff's knowledge of modern information handling and techniques;

(c) to check, analyse and exploit various sources of information which may be of use to the DD&R.

Staffing pattern

133. The Director of DD&R must hold a doctorate and/or have undergone advanced training in library and information science in addition to holding an advanced degree in mass media or related subjects and have some experience of research and development.

Duties

(a) Selects personnel, in co-operation with the Personnel Department.

(b) Supervises and trains the DD&R personnel.

(c) Prepares job descriptions and defines all positions in terms of requirements, duties and responsibilities.

(d) Prepares work manuals for use by the staff.

(e) Maintains communications among his/her staff and between them and other departments of the organization.

(f) Continuously evaluates DD&R activities and services in terms of its stated objectives.

(g) Contacts key government officials to obtain information on future activities of the Ministry in order to keep abreast of new developments.

(h) Plans and justifies the centre's budget.

(i) Promotes the services by interpreting programmes for senior officials through the use of briefings, occasional reports, press conferences, speeches, seminars, etc.

(j) Plans for space and equipment in the centre.

134. The chief documentalist must have a master's degree or a diploma in Library/Information Science and must have taken some courses in mass media or communication. Duties to be performed or supervised by the incumbent:

(a) classifying newspaper clippings and other similar types of information sources;

(b) answering questions from users and researchers, on the telephone or in writing;

(c) classifying pictures;

(d) deciding on the choice of negatives and/or pictures, clippings, and other resources to be kept in the files;

(e) establishing current awareness services, including those for the selective dissemination of information;

(f) Establishing procedures for the indexing of daily newspapers and the abstracting of publications of relevance to the mass media, responsible government officials and researchers;

(g) supervising the microfilming of clippings and newspapers and the photo duplication services;

(h) publishing summaries of news, news analyses, biographies, publications and bibliographies on special topics.

135. The Chief Librarian must have a master's degree or a diploma in Library Science and some practical experience. Duties to be performed or supervised:

(a) the incumbent is responsible for, and determines the scope of, collections; is in charge of their selection and development and is also responsible for the library's acquisition's policy;

(b) checks sources for the listings of new titles and for those to be purchased;

(c) works out with the purchasing department the most expeditious method of placing orders;

(d) determines cataloguing, indexing, and classification policies and procedures;

(e) plans the physical layout of the collection;

(f) formulates method(s) for the mechanical preparation of materials;

(g) is responsible for reference work involving the use of books, services, indexes, files of clippings, pictures, pamphlets, etc.;

(h) is responsible for and supervises the circulation of material;

(i) any other duties as assigned by the Director of DD&R.

Recommendations concerning the improvement of the collection

136. The following is a recommended list of basic materials that should be available in DD&R:

(a) back files of old Jordanian, Arab, and select foreign newspapers; only the previous year should be bound, but the older issues should be stored on microfilm for easy access and extended preservation and also to save valuable space which the Ministry cannot afford to waste;

(b) clippings from local and Arab newspapers and magazines, both originals (for current issues) and microfilmed (for back issues);

(c) photos (to be obtained from JNA). Selection to be done by the library and documentation staff;

(d) reference volumes;

(e) pamphlets and other documentary material;

(f) magazines;

(g) local, Arab, Middle Eastern and foreign newspapers;

(h) maps;

(i) tape cassettes, videotapes, films and other types of audio-visual material;

(j) indexes: local, national or international;

(k) card catalogues: to magazines, books, pamphlets, tapes, photos;

(l) government documents and publications, including statistics and year books, reports from the diwans, ministries, private and public sectors;

(m) reports from foreign news agencies, embassies and international organizations, e.g. U.N. Annual statistics, proceedings of the General Assembly, reports of special U.N. organizations such as UNRAWA, etc.

(n) cultural, information and political treaties, in particular, and other treaties in general, especially those affecting Jordan and the Arab world.

137. The Chief Librarian should select items needed continuously and not readily available elsewhere in the community. In this respect, it should be very helpful to exchange lists of holdings of the various libraries and documentation sections in the agencies dealing with current information gathering and analysis (the Ministry of Information, the Ministry of Foreign Affairs, Ministry of Culture), Radio, Television, News Agency, National Assembly, the Royal Diwan etc.

138. It is especially important that other resources in the community be explored to determine how they may serve to supplement the holdings of the Ministry of Information. This research began during my visit when I asked the head of the Library and the head of the Reference Section to join me in my visits to libraries and documentation centres in other news agencies.

139. The Director of DD&R should identify the various sources from which material can be obtained free or for a nominal fee. Examples are the maps furnished by oil companies, fact books from associations, governmental and international statistics, yearbooks and reports from foreign embassies and international organizations.

140. A list of recommended periodicals in the field of mass media and information policies and international relations should be compiled for possible acquisition. The list should include recommendations from various departments in the ministry and other organizations such as the radio and television corporations.

141. The following reference tools represent a sample of what should be acquired by the library. These are samples of the titles which were discussed in my meetings with various researchers and department heads as desiderata. Full bibliographic details were given to the Head of the Library.

Almanacs

Information Please Almanac
New York Times Encyclopedia Almanac
World Almanac

Dictionaries

Black's New Dictionary
World Book Dictionary
Dorland's Illustrated Medical Dictionary and other subject-oriented medical dictionaries.

General reference

Ayer Newspaper Directory
Book of the States
Editor and Publisher Yearbook
Facts-On-File
Official Congressional Directory
Rand McNally Commercial Atlas and Marketing Guide
United States Department of State Fact Book
United States Government Organizational Manual
Mawsu at al-Tashri' al-Urduni (and) Fibris al-Tashari' published by the Lawyers Association
Who's Who in the Arab World
Who's Who
Who's Who in America
Vest Pocket Dictionary of Famous People (Random House)
Europa Yearbooks
Middle East and North Africa

Information on current events

Facts on File
Keesing's Contemporary Archives
Deadline Data
Fiches du Monde Arabe

Indexes

New York Times Index
Time Index
al-Ahram Index
United Nations Index
Index to the Official Gazette of the Royal Hashemite Kingdom of Jordan.

142. Recommendations concerning information processing

(i) The routine work of adding press cuttings to the files should be divided into four stages: selection, classification, preparation, and filing.

(ii) At least two copies of each newspaper from which cuttings are to be taken should be purchased so as to make cuttings of both sides of pages.

(iii) Certain items should be filed under multiple entries to facilitate access.

(iv) The assignment of areas of specialization among staff and according to individual interests is a good one and should be continued.

(v) Marking-up should be combined in one operation with classification. Each item to be cut should be marked by underlining key words in colour. More complex headings may be written in abbreviated form in the margin. Where several copies of the cutting are needed, they should be marked separately with different headings.

(vi) A decision book should be kept for the purpose of ensuring consistency in the classification of clippings.

(vii) Source and date of each cutting should be indicated by a specially-made rubber stamp, incorporating the date with several initials for the various newspapers.

(viii) A revised system for the processing of the periodicals currently received in the Reference Section should be introduced. A proposed system was discussed with Dr. Hussein Abu'Arabi in an attempt to better identify holdings, date to be received, and facilitate follow-ups and claims for missing or late issues.

143. Recommendations concerning subject analysis

The following tools should be used:

(i) The Arabic List of Subject Headings compiled by Ibrahim al-Khazendar (Kuwait Univ. Libraries, 1978), the subject headings used by the Jordan University Library for Arabic materials, and the Sears (L.C.) lists for foreign materials. The following tools should also be considered: the New York Times Thesaurus of Subject Headings and the Reader's Guide to Periodical Literature, as the collection of materials and clippings grows.

(ii) Direct and specific subject headings should be used in a single alphabetical order.

(iii) Documents and clippings should be classified in the fullest detail possible and the narrowest heading(s) should be sought.

(iv) An alphabetical list for the biographical section which is presently arranged by categories should be established. This would provide another point of access to the 600 biographies kept in folders.

(v) It is a good idea to have the photo file subject headings to follow the clipping file subject headings as closely as possible. Captions should be printed or pasted on the back of the photo. Photos should also be dated and placed in 8 1/2 x 11 1/2 expandable folders or envelopes.

(vi) Newspaper Indexing

While the Reference Section and many other departments and sections in the government are concerned with the analysis and clippings of news items dealing with Jordan and the Palestinian question, an attempt should be made to index the contents of all Jordanian newspapers, both Arabic and English. The index, manual or computerized, will facilitate the location of articles or newspaper articles by subject, including place, people, events, etc. by giving the year, number of edition and page. A computerized index has many advantages over a manually produced one, since a user can access the computerized index from various points and combine several headings in a boolean relationship: and, or, not. The indexing should be carried out by the present staff of the publications department, after a short period of training. During my assignment, I conducted two workshops on indexing and abstracting which were attended by the staff of the Reference Section. A computerized system can be introduced in co-operation with the Royal Scientific Society's Computer Centre. The index should be published, constantly updated and made available to all agencies in the Kingdom. Such an index will be similar to al-Ahram's index which is considered to be by far the best of its kind in the Arab world. Kuwait's Ministry of Planning will produce an index to Kuwaiti newspapers.

144. Recommendations concerning readers' services

(i) The proposed DD&R should establish an ongoing programme for the dissemination of information to the staff of the Ministry of Information and other responsible R&D officers in the country. Equally important is the moral support that should be given to the staff through formal acknowledgements of the work done by them and material support such as the timely authorization for requisitions for equipment and library materials.

(ii) The proposed DD&R should compile bibliographies on current issues, Jordanian contemporary news and summaries of other information about the Arab World, the Middle East and the Palestinian question.

(iii) A Current Awareness Service should also be established. This could bring new information and publications of interest to the attention of Ministry of Information researchers and staff.

(iv) The DD&R staff should become knowledgeable regarding other sources of information in Amman. Co-operation between the Ministry of Information and other agencies should be established. Under such a co-operative policy the DD&R staff will be able to help the Ministry of Information staff, regardless of where the information is kept in Amman.

(v) Periodicals from the Reference Section on the third floor should be transferred to the library on the second floor. This is necessary since the library has a modest reading room and proper shelving for exhibiting the current issues of periodicals.

(vi) While newspaper and/or wire service clippings are accumulating in files, no study has been made to determine how valuable these files are for Ministry of Information staff and researchers in the Jordanian information sector represented by the departments mentioned previously. It is recommended that research be conducted by the staff to determine reasonably accurately the use made of such files; and on the basis of their findings retention schedules should be drawn up indicating the periods of time each file category should be retained.

145. Recommendations concerning the control of circulation

(i) A good and efficient circulation control system is a direct service to users because it insures that what they need will be there when they need it. While open access is good for the library, closed access should be maintained in the files section where news clippings and pictures are kept. This will insure proper filing procedures and the efficient location and circulation of material by a single staff member.

(ii) Researchers, reporters and staff members should realize that no items can be removed from the library without a record being made of the date, name of borrower, items taken and return date.

146. Recommendations concerning filming of clippings

(i) The filming of clippings is highly recommended. It is an expensive and complicated operation. Before filming is contemplated, file folders should be weeded out and misfiling corrected; unreadable clips, duplicates, and non-essential or trivial items removed. Clips should then be arranged in strict chronological order. All advertisements, photos, and unnecessary margins are removed. If the photograph is a vital part of the news story, it should be left in. Articles should be unfolded and creases removed to the extent possible. To conserve space on film, it is desirable to have the sizes as uniform as possible, no longer than 10"-11". Dates and names of newspapers should be checked for legibility and rewritten if necessary.

(ii) Microfiche is recommended over microfilm, a far less popular microform because of retrieval disadvantages. A standard microfiche (4" x 6" grid) can accommodate 98 images per fiche, many more clippings on the same subject could be accommodated on several fiche cards marked with the same subject. A new microfiche system available on the market. A.B. Dick/ Scott System 200 Record Processor can copy records, clippings, etc. on an updatable microfiche format. Additional microimages can be added to unused frames at random times, constitutes a unitized, open-ended file, as an analogue to the paper file yet, with all the inherent advantages of a unit record microform.

147. Recommendations concerning space and equipment

(i) The Library (and its reference department) is a growing organization and allowances should be made for future expansion. The present library and reference sections, once united with research under one director should be located in one building. This will facilitate supervision, control and easy access by users to all information sources available in the library/documentation section.

(ii) There should be sufficient room for visiting inquirers and for reader's desks. At present the room available is inadequate. A staff of five and their desks will need approximately 150 square feet. An additional square footage for drawer filing cabinets will also be needed, based on 14 ft. for every 8-drawer filing cabinet. Nine filing cabinets will occupy 54 square feet (about 5 sq. metres), allowing room for consultation. This formula should be used for additional filing cabinets and staffing.

(iii) Since it is nearly impossible under the present conditions to contemplate any substantial increase in space for the Ministry of Information, thought should be given to the following space saving devices:

(a) use shallower filing drawers which may demand considerable folding of contents, but will absorb half the space required for the mounted cuttings;

(b) microfilm all the back files of cuttings: this will save space, preserve the cuttings and facilitate storage and retrieval of information contained in these clippings;

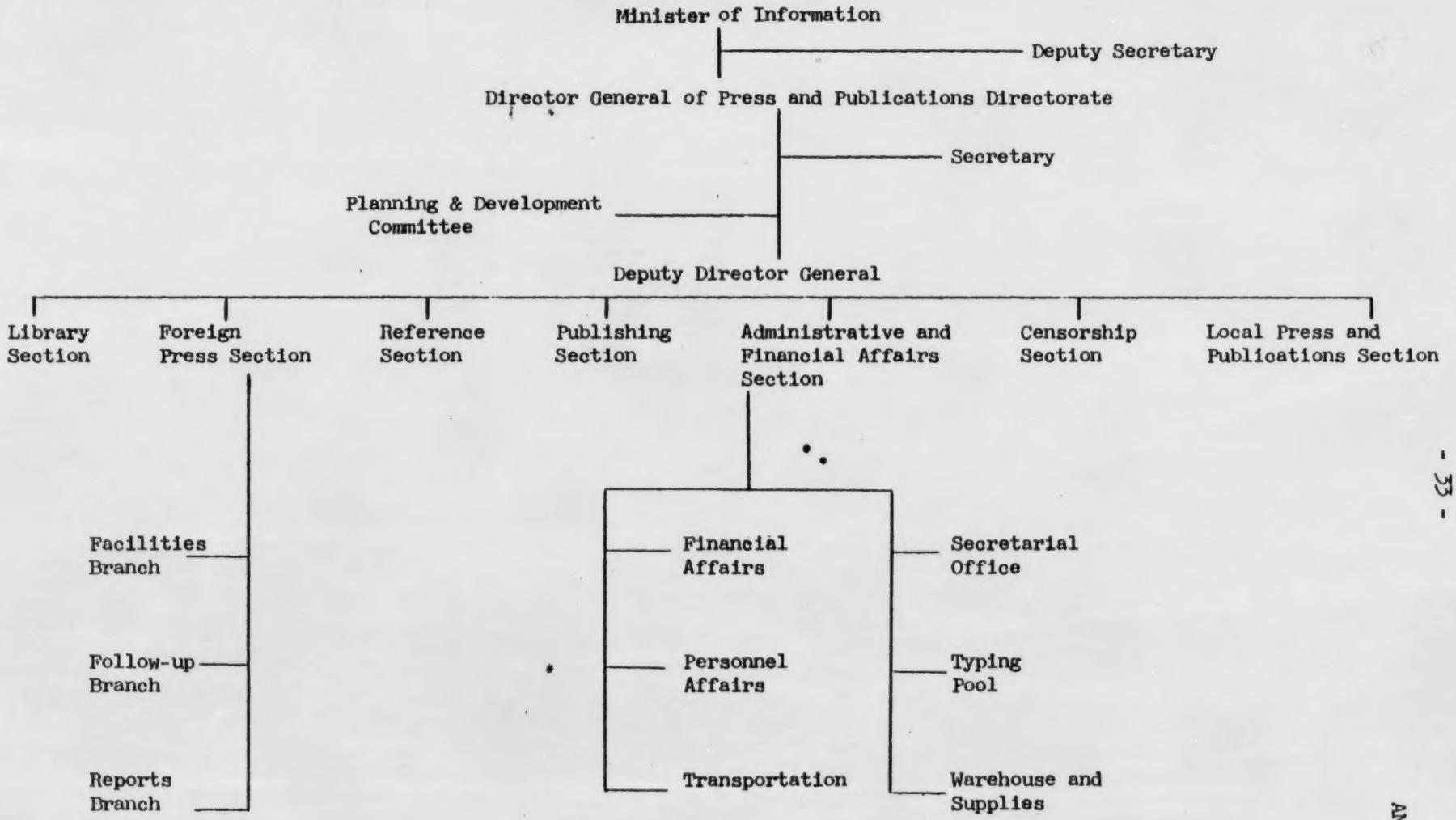
(c) space reallocation should take into consideration microfilming and photocopying equipment. Each of these items may be regarded as a table five feet wide, which is about the space each piece of equipment will occupy when allowance is made for access and seating.

The filming of clippings is a much more expensive and complicated operation and involves the library staff on a much larger scale than the filming of whole copies of the newspaper. All clippings should be filmed. Clipping files could be filmed in any of three common formats: roll film, microfilm, jackets and microfiche transparencies.

(iv) The large number of clippings and the limited space should be factors in the decision to acquire and install large motorized units that have filing shelves on an endless-belt ferris wheel arrangement. The machines have push button panels which control rotation of the shelves to any selected part of the file. A powerfile ten feet tall can store 5,236 filing inches in 4 x 6 containers, with shelves automatically ejected at desk level. The power files take 63.9 sq. ft., the file cabinets would require 92.5 sq. ft. (both figures include access space). Power files are the most efficient space saving file system since they can effectively use all the air space from floor to ceiling, with no need for stooping or climbing. The most common systems give a lateral shelf filing capacity. In just 34 square feet of floor space, a lektriever system can provide from 1,234 to 1,586 file inches. This means a maximum file space in minimum office with a file density of up to 45

Another space saving device is the mobile shelf files which are a high density storage system on roller bearings and guided by rails. Multiple mobile shelf units are installed with a single aisle opening. Accessto a closed shelf space is made by rolling the units aside to "create" another aisle. It is estimated that fifty per cent of the total floor space could be saved by eliminating multiple aisles. A system like the spacesaver concept could condense stationery filing/storage arrangements with mobile carriages and a single, movable aisle. Its use is tantamount to increasing by one hundred per cent storage capacity of the same area.

(v) Future plans must take into consideration the introduction of computerized indexing of news stories, on-line storage of the index and computer-assisted searching, and the automated retrieval of story text from a microfiche file. Hardware, software and human expertise are available at the Royal Scientific Society. The operational benefits include deeper indexing of news stories, a more effective information retrieval, easier access to information and, to some extent, elimination of the problems entailed by the shortage of qualified library/information manpower in Jordan.



ANNEX I

PRESS AND PUBLICATION DIRECTORATE ORGANIZATION CHART

PROPOSED ORGANIZATION CHART FOR DIRECTORATE OF DOCUMENTATION AND RESEARCH

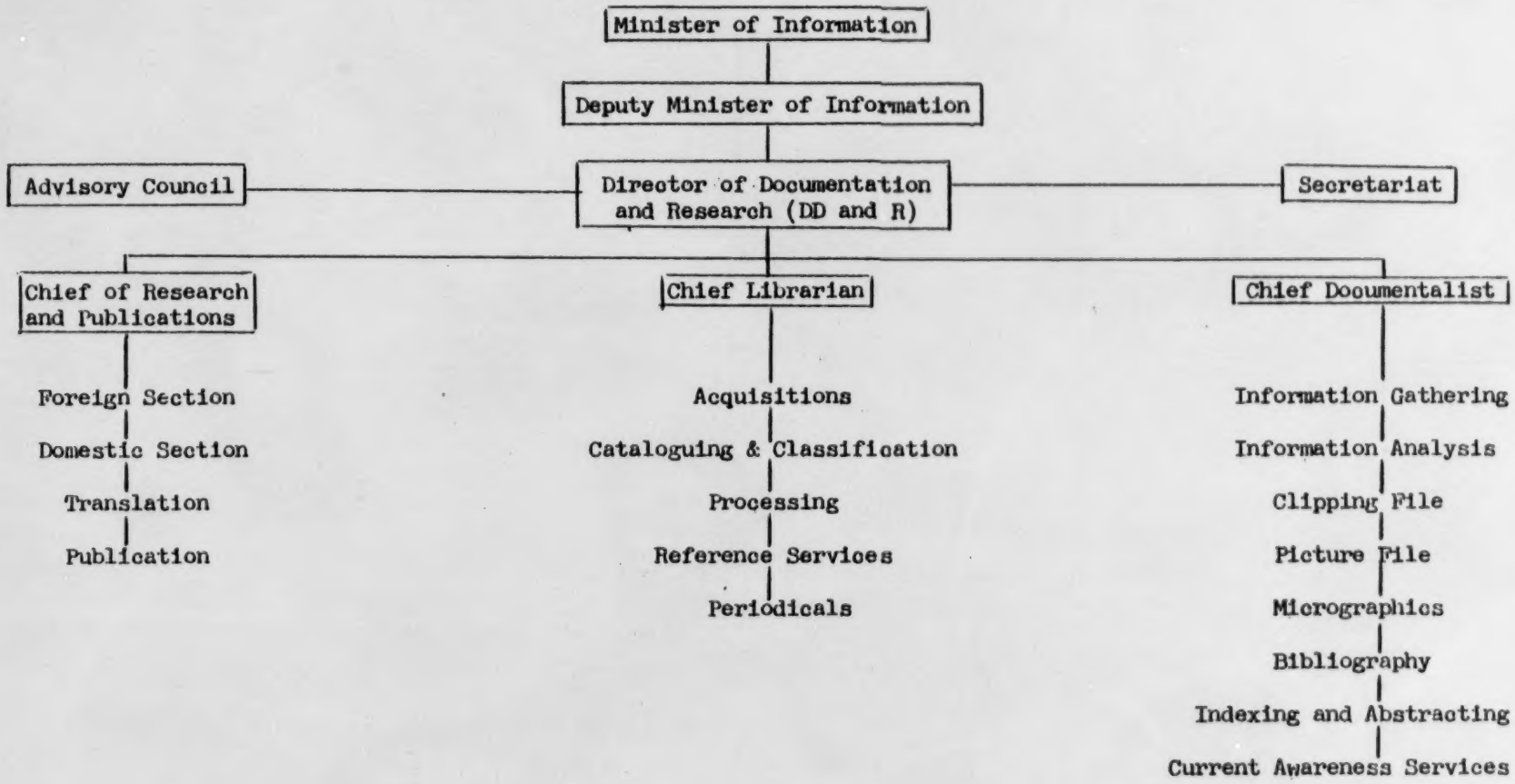


Table 3

Personnel in the Library and Reference Sections

a. Library Section (3)

Name	Title/Function	Yrs. of Service	Education	Professional Training
Miss Salma Madadha	Chief Librarian and Head of Section	8	B.A. (Public Adm. and Pol. Sci., 1969), Professional Diploma in Management (1975)	5 weeks course conducted by Jordan Library Association 3 months course in Public Relations (COI-London 1979)
Salma Muhyar	Assistant Librarian	6	High School Diploma	5 weeks course conducted by the JLA (1974)
Rasha Zuraikat	Secretary	2	High School Diploma	none

b. Reference Section (6)

Dr. Hussein Abu 'Arabi	Head of Section	2	Ph.D. in international relations	none
'Iqab Burhan al-Damin	Assistant Head	4	B.A. (History)	none
Amin Mahmud Jabr	Editor	1/2	B.A. (Law)	none
Ali al-Dirgham	Editor	2 1/2	B.A. (Public Administration and Political Science)	none
Hussein Miflih al-Sulaiman	Editor	4	B.A. (Arabic Literature)	none
Sami Mudni al-Shallal		1 & 4 m.	High School Diploma	none